
Executive Summary

“I do not know when or where, but we will sometime place soldiers in harm’s way, on short notice and ask them to defeat a determined and dangerous foe. When that happens, we should be satisfied that we have done our best to prepare them for the task at hand.”

General Dennis J. Reimer, CSA

America’s Army is the most potent land combat force in the world. The Army is indispensable to the protection and furtherance of our national interests because it has greater utility across the full range of contingencies than other types of military force. This utility comes from Army *capabilities* for executing a broad range of operations from nation building and disaster relief to defeating enemies on the battlefield. Generating and sustaining these capabilities over time requires a deliberate, complex process involving people, readiness, and modernization. The Army’s challenge in recent years has been to take care of people, keep the force trained and ready, and simultaneously continue the most fundamental institutional change since World War II. Meeting this challenge with constrained resources has stretched the fabric of America’s Army. We are committed to be as efficient as we can, continuing robust efforts to move forward on the Army’s part of the Defense Department’s Defense Reform Initiatives and the Revolution in Business Affairs. The fiscal year (FY) 99 supplemental funding measure approved by Congress and the President’s FY00 Budget support our efforts, and address many of our most pressing readiness concerns.

The Geostrategic Environment and National Military Strategy

Changes to the National Military Strategy (NMS) in response to the geostrategic environment have driven the Army’s transition since the final years of the Cold War. The containment strategy of the previous era demanded an Army focused on the Soviet threat. The U.S. Army maintained a higher level of forward presence overseas than it does today, and training was based largely on countering predictable Soviet doctrine. Increasing instability in some regions made the need for engagement evident even before the Soviet Union’s demise. However, the end of the Cold War’s bipolar stability allowed a more rapid emergence of regional instabilities and transnational challenges, such as terrorism, aggressive behavior by rogue states seeking power and resources, and the proliferation of weapons of mass destruction. These threats are much less predictable, and, consequently, the United States may face some combination of them at any time. The diverse nature of these emergent threats fostered a new strategy for using America’s global leadership to make the world a safer place. By mitigating potential threats through shaping operations, countering actual threats and responding to crises, and preparing for future threats, the new military strategy seeks to promote global stability. As a result of the geostrategic environment and the NMS,

Soldiers are our Credentials

Executive Summary

the Army is transforming itself to a force based on capabilities needed for shaping and responding, while at the same time preparing for the future.

The Army's most fundamental capability is the exercise of sustained, comprehensive control over people, land, and natural resources. Putting American soldiers on the ground is the most effective method to shape the international environment in ways favorable to our interests. Army shaping activities are executed face-to-face and one-on-one with the armies and people of other nations. Such interaction has a lasting and positive effect that simply cannot be achieved through less direct engagement. Putting American soldiers on the ground is the most credible response to potential aggressors and to those who would exploit instability for their own ends. It is also the most tangible evidence of the nation's commitment to both allies and adversaries. Bombs and missiles can destroy selected targets and temporarily deny control of terrain, but they cannot provide the presence required to compel compliance with the rule of law and the processes of peace. Maintaining the capability to project and employ land power in the information age is essential to protecting the nation's interests against the diverse threats likely to emerge in an uncertain future.

Even as changes in environment and strategy have increased the frequency with which the Army is employed worldwide, social and economic factors created pressure for reducing defense spending. The Army has transitioned to a force about one-third smaller than it was in 1989 and has capitalized on the end of Cold War containment to shift many forces from overseas bases back to the continental United States (CONUS). The Army has sought increased efficiency in its operational and business practices to meet today's more frequent demands for American presence with a smaller force and budget. Exploiting the potential of information technology, enhancing the integration of active and reserve component forces, and implementing a broad set of defense reforms and Army initiatives are among the avenues by which the Army is becoming a more effective and efficient force.

Much leaner than it was ten years ago, the Army nonetheless finds itself almost continuously engaged at home and abroad. More than 60 percent of the people participating in 32 of the 36 major military deployments since 1989 have been soldiers, yet the Army receives only 25 percent of the defense budget. Proud of its central role in the execution of the National Military Strategy, the Army can continue to execute this strategy with acceptable risk if provided with sufficient resources. However, the resource constraints of the past fourteen years, coupled with the high pace of operations, have severely stretched the fabric of the Army. While we remain ready today to play the central role in the National Military Strategy, adverse trends in recruiting and retention (people), readiness, and modernization must be countered to assure sustained readiness for today and into the 21st century. The FY99 supplemental and the increase in Army Total Obligation Authority

Soldiers are our Credentials

Executive Summary

(TOA) in the FY00 Budget and outyear spending plan are helpful and are being applied to improve readiness. These funding increases will address many of the concerns expressed by Army and other Department of Defense leaders by demonstrating our commitment to take care of our people and to enhance near-term readiness. Modernization needs are being addressed by holding investments at roughly the same levels forecasted in last year's President's Budget with the expectation of growth in the outyears.

Last year, the Army identified the need for an annual increase of \$5 billion over the FY99 Budget in addition to increases required for contingency operations, pay increases and reform of military retirement. The President's FY00 Budget sends a strong signal of support and concern for the welfare of our soldiers, Army civilians, and their families. The budget provides for known contingency funding and enhances near-term readiness. While funding increases have been helpful in many areas, modernization continues to carry the largest burden of risk. Increases to readiness accounts will reduce the need to migrate funds from modernization, and Army-wide efforts to become more efficient, along with Defense Reform Initiatives and a capacity for additional Base Realignment and Closure, create the potential for increased funding for the modernization account. The Army's Force XXI process has provided a roadmap for transforming the Army to meet 21st century requirements. Funding levels will be the primary determinant of the pace at which that transformation occurs.

Supporting the National Military Strategy

In spite of resource constraints and signs of wear, America's Army is supporting the NMS around the world, 24 hours a day. On an average day in FY98, over 122,000 soldiers stationed overseas and 28,000 soldiers deployed away from home station were conducting operations in more than 70 countries.

Army personnel conduct numerous activities that help shape the international environment. Continued support for observer missions in Macedonia, the Multinational Force and Observers in the Sinai, and along the border between Ecuador and Peru help foster stability and promote peace. Active and reserve component soldiers and Army civilians contribute to deterrence through forward presence. Soldiers and Army civilians also enhance our relationships with allies and friends through a variety of programs. In FY98, army-to-army activities ranged from senior-level contacts to the training of 5,980 foreign military personnel under the International Military Education and Training (IMET) and Foreign Military Sales programs. Such activities foster cooperation with other nations, and offer a unique opportunity to influence the character of other nations' militaries in a positive way. Army participation in Partnership for Peace and associated exchanges and exercises helped

Soldiers are our Credentials

Executive Summary

set the stage for the peaceful enlargement of NATO while building the foundation for cooperative efforts with non-NATO forces as well. American soldiers trained soldiers of other nations on the tactics, techniques and procedures of humanitarian demining and counter-drug operations. Under the African Crisis Response Initiative, American soldiers provided peacekeeping training to soldiers of several African nations. These important operations are proactive: shaping the world to be a safer place.

The Army also responds to crises to protect American interests around the world with its decisive combat, logistics, and administrative capabilities. The deployment of the 1st Brigade (-) of the 3d Infantry Division (Mechanized) to Kuwait in February, 1998, demonstrated such a response. Within 96 hours, the brigade had completed its deployment from the United States and occupied defensive positions in Kuwait. In support of Operation Desert Fox in December, the Army once again rapidly deployed units to reinforce elements already deployed for training in Kuwait. The presence of several thousand American soldiers effectively deterred any threatening activity by Iraqi ground forces. While Desert Fox was unfolding, the Army also provided substantial support for Hurricane Mitch Disaster Relief in Honduras, Nicaragua, El Salvador, and Guatemala through both Joint Task Force-Bravo and the Disaster Relief Joint Task Force. In Bosnia, the Europe-based 1st Armored Division, with active and reserve component augmentation, provided the U.S. contingent to NATO forces ensuring compliance with the Dayton Accords for most of last year. The CONUS-based 1st Cavalry Division assumed responsibility for the U.S. portion of this contingency operation in October, 1998. Closer to home, soldiers and Army civilians were instrumental in providing support for numerous disaster relief efforts in the United States and its territories.

In addition to its shaping and responding activities, the Army is preparing for emerging threats ranging from the proliferation of weapons of mass destruction to attacks on our information systems. The Secretary of the Army's role as the Executive Agent for the Department of Defense (DoD) Domestic Preparedness program places the Army in the forefront of this key initiative. The program is the centerpiece of joint and interagency efforts to prepare our military and civilian "first responders" for incidents involving weapons of mass destruction (WMD). By giving local officials the tools to train their own response teams, the Domestic Preparedness program will provide 120 cities with the ability to train first responders by the end of FY02. A Federal Training Team, which includes reserve component instructors, conducts the initial training for individuals who will set up the local programs. At the end of FY98, a total of 9,950 first-responder trainers in 32 cities had received the training. In the area of cyber-defense, the Army is implementing measures to protect friendly information and decision making processes from intentional disruption. The addition of Information Operations specialists at division level and above, installation of intrusion detection devices, and development of regional Computer Emergency Response Teams in both the active and

Soldiers are our Credentials

Executive Summary

reserve components are among the steps the Army has taken in this regard.

Efforts to field the first information age Army continue as well. In response to the promise of information technology, *Joint Vision 2010 (JV2010)* and *Army Vision 2010 (AV2010)* have identified operational concepts and patterns of operation to guide the development of information-based warfighting capabilities. The Revolution in Military Affairs refers to increased combat effectiveness through the integration and exploitation of information technology. Information technology allows the Army to give every friendly soldier on the battlefield a continuously updated picture of where other forces—both friendly and enemy—are and what they are doing. Each element of the friendly force is thereby made more effective because the ability to share information makes it possible to better concentrate the effects of friendly combat power against the enemy's vulnerabilities. A force that can achieve information dominance to this degree should also reduce fratricide, the accidental casualties within its ranks caused by misidentification. Another revolution enabled by information technology, the ongoing Revolution in Military Logistics, is transitioning the Army to a logistics system based on rapid distribution of supplies and equipment to units when they need them, as opposed to a system based on prepositioning large stockpiles in anticipation of unit needs. This “distribution-based” system employs automated systems for total asset visibility, communications, new organizational designs, improved platforms, and new distribution concepts. Such a system will enhance the Army's operational capabilities, increase efficiency by cutting demand, and reduce the deployment time for follow-on forces.

Experimentation

The Army Force XXI process is building the first information age Army. By using a variety of different field training experiments, in which soldiers use a blend of old and new equipment under realistic conditions, the process fuels the development of equipment and concepts. Experimentation under realistic conditions permits a holistic approach to change. Soldiers gain an appreciation for the strengths and weaknesses of new concepts and prototypes under field conditions, provide immediate feedback to materiel developers and industry representatives, and then assess improvements. This so-called “foxhole to factory” partnership leads to a significantly faster development cycle, known as spiral development, and permits a more rapid fielding of equipment with information technologies to soldiers and units.

The Force XXI process not only benefits the Army by providing feedback for equipment development, but also reveals the implications of new equipment for the Army's core competencies—our “six imperatives.” These imperatives—people, force mix, doctrine, training, modern equipment, and leader development—must support one another at any given point in time

Soldiers are our Credentials

Executive Summary

to produce readiness. When changes in one imperative are accompanied by appropriate corresponding changes in the other imperatives, we say the imperatives are synchronized. The recent heavy-force experiments conducted with the 4th Infantry Division (Mechanized) (4ID(M)) offer an example of the power of the Force XXI process for synchronizing the imperatives. The experiments included a brigade-level Task Force XXI Advanced Warfighting Experiment (AWE) at the National Training Center and a computer-driven, division-level AWE at Fort Hood. Lessons learned from these experiments led to a redesign of Army heavy divisions. The heavy division redesign features a reduction in the number of tanks and infantry fighting vehicles (from 58 to 44) in each battalion. This reduction, essentially a change in the Army's force mix, is possible because of the increased lethality that information technology (modern equipment) allows. Through its experimentation with modern equipment, the Force XXI process illuminates desirable changes, such as the heavy division redesign, across the other imperatives.

People

Quality people are the first of the six imperatives and the single most important factor for maintaining readiness. The Army is people. Army capabilities to shape, to respond, and to prepare are embedded in the foundation our people provide. The 25-year-old Sergeant commanding a tank in California, the 18-year-old Private First Class serving in the crew of a Patriot missile launcher in Saudi Arabia, the soldiers on leave from civilian jobs to serve their Nation, and countless others performing demanding tasks all over the world are our credentials: they do the things that make us the world's best Army. Not just anyone can do these things, nor can our Nation afford to send just anyone to do them. It is the people who do the unexpected, extraordinary things in difficult circumstances who make the Army much more than the sum of its parts. Given the importance of people to our Army, recent recruiting trends and retention indicators are causes for concern.

The Army failed to meet its recruiting goals for FY98 and for the first quarter of FY99. The active component fell about 800 enlistees short of the target last year, and missed this year's first quarter target by 2300 soldiers. The Army National Guard (ARNG) and United States Army Reserve (USAR) were about 1200 and 3700 recruits short of FY98 targets, respectively. Quality is also an important indicator of people trends. The Total Army continues to meet most of its recruiting quality goals.

While overall retention percentages still exceed requirements, these percentages mask retention difficulties among noncommissioned officers (NCOs) and soldiers with certain Military Occupational Specialties (MOS). Also, over the past seven years, the number of officers and

Soldiers are our Credentials

Executive Summary

enlisted soldiers indicating an intent to remain on active duty has declined by more than five percent. The Spring 1998 *Sample Survey of Military Personnel* shows the top two reasons cited by officers for leaving the military to be the amount of time separated from family and the amount of basic pay. Since 1992, satisfaction with retirement benefits fell from 61.8 percent to 36 percent for officers and from 47.2 percent to 28.8 percent for enlisted soldiers. The REDUX retirement system resulting from the 1986 Military Retirement Reduction Act was the fastest-rising area of discontent for our soldiers on these surveys.

Recruiting trends and survey results confirm that compensation, retirement, and quality of life issues are important factors for recruiting and retaining quality people in the Army. The prompt commitment of the Administration and Congress to increase pay and reform military retirement are important steps to reinforce the Army's recruiting and retention efforts, and will send a strong signal to soldiers that the Nation values their service.

Readiness and Training

While people are indispensable to our Army's success, there are other dimensions to maintaining readiness. Military readiness is a measure of capabilities against requirements. The Army generates capabilities to meet the requirements of the National Military Strategy by synchronizing the six imperatives continuously over time. When properly synchronized, these imperatives complement each other and create optimal readiness. Today's readiness is the product of our investments in these imperatives over many years. The development of today's battalion-level officer and NCO leaders, for instance, began almost 20 years ago.

Unfortunately, readiness can dissipate far more rapidly than it can be built. Underfunded Operations Tempo, Base Operations, and Real Property Maintenance accounts, as well as late reimbursement for contingency operations, detract from training and readiness. Sustained underfunding of modernization, and subsequent delayed fielding of new and modern equipment, can have serious impacts on the other imperatives. Recent difficulties in recruiting and retention threaten to erode the pool of outstanding soldiers who are the heart of today's readiness and the source of tomorrow's leaders. All of these recent issues can, if left unresolved, disrupt the imperatives and unhinge readiness.

Realistic training for the Army's soldiers and civilians supports readiness by maintaining land power proficiency for the full spectrum of military operations. Army training is performance-oriented; soldiers and civilians perform essential tasks to established standards under realistic conditions. For soldiers who serve in gender-integrated units, gender-integrated training is a key

Soldiers are our Credentials

Executive Summary

aspect of training realism. Units are teams, and soldiers learn to perform their duties best when they are trained from their first days of service to understand and respect other members of their team. Gender-integrated training supports the Army's need to build teams and to have all soldiers feel like valued members of their teams. The Army's Combat Training Centers (CTCs) are another example of the Army's commitment to training realism. At CTCs, units conduct sustained operations against a skillful opposing force and under the watchful eye of a professional cadre well-versed in the latest doctrine. CTCs conduct the world's best training. Continuing to enhance CTC operations will be a critical contributor to future Army battlefield successes.

While the quality of Army training is second to none, the challenge in recent years has been to resource enough training, particularly at home station. Recent reports indicate that units are arriving at CTCs at lower levels of proficiency than in the past. Resource constraints for Base Operations (BASOPS) and Real Property Maintenance (RPM) accounts have been areas of concern affecting training and readiness. In the past, the Army resourced training primarily through Operations Tempo (OPTEMPO) accounts. OPTEMPO captures the fuel and repair parts costs associated with driving or flying Army equipment the number of miles or hours associated with executing certain groupings of training exercises. OPTEMPO does not capture many costs associated with training, such as the cost of training aids and simulators, ranges, and maintenance operations. The Army generally funds OPTEMPO at 100 percent of annual requirements for priority units, but has had to underfund BASOPS and RPM accounts in order to do so. BASOPS and RPM, however, fund many training costs not covered by OPTEMPO, as well as quality of life programs and facilities. In recent years, the cumulative effect of underfunded BASOPS and RPM has forced many commanders to decrement OPTEMPO accounts to pay for readiness-related BASOPS and RPM needs. Stemming this so-called "migration" of OPTEMPO dollars requires sufficient resourcing for BASOPS and RPM.

BASOPS and RPM affect readiness through their impact on training, maintenance, deployment infrastructure, and quality of life. Average RPM funding from FY90 to FY97 was only 56 percent of annual requirements, resulting in a backlog of facility maintenance requirements. BASOPS, which includes essential items such as utilities and municipal services, has traditionally been funded at a higher level; the FY99 supplemental funding measure increased BASOPS funding from the budgeted level of 84 percent to 91 percent. The FY00 budget and outyear proposal will allow better resourcing of these accounts. BASOPS funding is at 95 percent from FY00 through FY05 under this plan, with RPM at 77 percent through FY01 and 90 percent from FY02 through FY05. RPM funding at these levels will help stem the deterioration of facilities through FY02, and will allow the Army to begin reducing the facilities maintenance backlog beginning in FY03.

Soldiers are our Credentials

Executive Summary

The Army's substantial contributions to shaping and small-scale contingency operations also have a readiness cost. For combat units, the skills required for peace operations are oftentimes not those required for combat. Training and execution of such operations detract from unit combat training, and consequently, from warfighting skills. Nevertheless, these operations constitute a critical, proactive component of national security activities, and the Army is the force best suited to conduct them. For many combat support and logistics units, operations such as Bosnia offer an opportunity to operate under realistic conditions. Combat units also realize some training benefit from deploying, conducting force protection activities, and implementing rules of engagement. However, these missions increase the pace of operations in units by creating additional training requirements that compete for limited training time and, in some cases, decrease the level of training on warfighting skills.

The Army has also had to use OPTEMPO funds in the past to pay for contingency operations. Delayed reimbursement for these operations can detract from unit training by causing cancellation of scheduled training due to lack of funds. Even though the money may eventually be replaced, it is impossible to replace the loss of training time associated with this phenomenon. Timely, non-offset funding for contingency operations, such as that contained in the President's FY00 Budget, is important for current readiness.

Modernization

While the FY00 Budget request addresses many of the concerns associated with taking care of people and ensuring readiness, there simply have not been enough resources to fund all priorities. Highest priority modernization programs have been funded to ensure development of future capabilities, but at a pace slower than desired. Other programs will have to await the results of initiatives that will generate additional funding for modernization. *The Army Modernization Plan* is the Army's strategy for fielding systems that provide the capabilities to support *JV2010* and *AV2010*. The Army executes its modernization plan by establishing and pursuing specific goals essential to enabling *AV2010* patterns of operation. Through this framework, the modernization plan links future equipment to anticipated future operational requirements.

Digitization, our goal to modernize Army units by equipping them with digital systems, is the means by which we will achieve information dominance. It involves the use of modern communications capabilities and computers to enable commanders, planners, and shooters to rapidly acquire and share information. The Army will equip the the 4th Infantry Division (Mechanized)—the Army's heavy experimental force—with information dominance capability

Soldiers are our Credentials

Executive Summary

by the end of FY00, and will equip III Corps by the end of FY04. The force capable of achieving information dominance is called Army XXI. Army XXI units will have some current systems that have information dominance capabilities added, as well as some new “leap ahead” systems, such as the Comanche helicopter and the Crusader howitzer. Further in the future, other advanced technologies will be leveraged to create more leap-ahead systems. Fielding and integration of these systems will create the force we refer to as the Army After Next (AAN), a force that will combine information dominance with better strategic and tactical mobility.

The four other goals identified in *The Army Modernization Plan* are maintaining combat overmatch, sustaining essential research and development while focusing science and technology on leap-ahead capabilities, recapitalizing the force, and integrating the active and reserve components. We maintain combat overmatch by upgrading current systems periodically through Preplanned Product Improvements programs, thus keeping our current systems more capable than those of our adversaries. At the same time, we focus the limited resources available on development of technologies and systems that promise truly revolutionary, or leap-ahead, capabilities. Recapitalization keeps our force viable and avoids block obsolescence through extended service plans, depot rebuild programs, and selective replacement of important assets, such as our truck fleet. As we modernize, we must also ensure that our active and reserve components are fully integrated to ensure new capabilities are optimized throughout the Army.

The challenge of meeting the increased mission requirements generated by the *NMS* while taking care of its people has forced the Army to accept risk in modernization in recent years. Since 1989, Army modernization buying power has dropped 44 percent. The Army has terminated or restructured over 100 programs since 1987. In general, slowing procurement increases costs for each system procured. Because of funding constraints, the Army has maintained procurement programs at minimum sustaining rates rather than at more efficient economic rates. Modernization also helps to reduce operations and support costs. While equipment serviceability rates remain high for fielded equipment, older equipment is more expensive and more time-intensive to maintain; allowing fleets to age beyond their economic usefulness will cost the Army future dollars, manpower commitment, and training time. Today’s modernization programs are tomorrow’s capabilities. Increased modernization funding will ensure future readiness and provide our soldiers the combat overmatch they need to win quickly, decisively, and with minimum casualties.

Soldiers are our Credentials

Executive Summary

Total Army Integration

With 54 percent of the Army in the reserve components, integration of the Total Army—active component, USAR, and ARNG—is important for optimizing readiness. The White Paper, *One Team, One Fight, One Future*, provides a framework for integrating the active component (AC) and the reserve component (RC). The conversion of some ARNG combat forces to meet Army combat support and combat service support requirements will facilitate the integration of the components. Two years ago, the ARNG Division Redesign Study recommended the conversion of approximately 48,000 personnel authorizations currently in ARNG combat force structure to provide required combat support and combat service support forces. The ARNG will convert six combat brigades (19,000 soldiers) between FY00 and FY05, with the rest of the conversion taking place by the end of FY09.

A number of other initiatives to foster a seamless relationship between the AC and the RC have received renewed attention as a result of the expanded employment of the reserve component in ongoing missions. This year two integrated divisions will be created, each comprised of ARNG enhanced Separate Brigades under a division headquarters commanded by an AC major general. The division headquarters will be responsible for training, readiness, and mobilization of the division's enhanced Separate Brigades. Divisional teaming offers another way to enhance readiness by promoting a habitual and mutual support relationship between ARNG and AC divisions. Each division takes the lead for particular missions, and the other division in the team provides personnel, equipment, and other agreed-upon support to help accomplish the mission. Incorporating ARNG companies into AC light infantry battalions is also under study. The USAR is participating in the multi-component unit initiatives by providing personnel and units with key combat support and combat service support specialties. For instance, the Army relies on the USAR for two-thirds of its Psychological Operations capability and more than 90 percent of its Civil Affairs expertise. The redesigned heavy division includes 513 RC authorizations assigned across the division. Multi-component units and other integration initiatives will create flexible organizations able to respond to emerging threats in both the international and domestic arenas.

Defense Reform Initiatives

While Total Army Integration aims to optimize effectiveness through efficient use of the active and reserve components, the Army is also striving to improve efficiency in other areas. Over the last ten years, the Army has made great progress in reducing costs and increasing the effectiveness of its business processes. Support for the latest DoD-wide effort—the Defense Reform Initiatives (DRI)—includes several efficiency initiatives that are already part of our Future Years Defense Plan. We are leading in the implementation of several DoD initiatives. For instance, the Army has

Soldiers are our Credentials

Executive Summary

the highest usage rate (95 percent) of the Government Purchase Credit Card in DoD. We are also a leader in implementing the DoD “paperless contracting” initiative, and are scheduled to complete fielding of the Standard Procurement Systems during the first quarter of next year. Overall, the Army has reduced its cost to contract per dollar obligated by over 50 percent in the last 14 years. Due to our own initiatives and DRI efforts, the Army is programmed to achieve about \$10 billion in savings over the Future Years Defense Plan. Initiatives such as the Revolution in Military Logistics, acquisition reform, A-76 cost competitions, and infrastructure management initiatives have reduced costs or improved effectiveness. This has enabled the Army to meet its increased commitments under the National Military Strategy during a period of severe personnel and budget reductions.

Values

This summary highlights a number of revolutionary changes and initiatives now underway to sustain readiness into the 21st century, but nothing should displace the shared values that enable soldiers to form essential bonds of trust and respect. The Army must preserve the fundamental values that are the bedrock for success in military operations. We must continue to ensure that American soldiers embrace the essential values that have been the soul of our Army since its birth. The values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage have been the hallmark of the American soldier for over 223 years. The Army’s Human Relations Action Plan and Character Development XXI initiatives provide the mechanisms for ensuring that soldiers understand these values from their earliest days of training and have that understanding reinforced throughout their time in the Army. The Army, therefore, serves the Nation not only by executing the National Military Strategy, but also through the value-rich example that soldiers and former soldiers provide.

Conclusion

The FY00 Budget addresses most of the Army’s people and near-term readiness concerns. Included are an essential increase in funding for contingencies, pay, and retirement. The Army is committed to ensuring these dollars are effectively and efficiently allocated to fix critical deficiencies. Modernization increases are not yet possible within current resource levels; however, we remain ready to move forward in modernization through our Force XXI processes as soon as resources can be identified. We will continue to do our part to implement Defense Reform Initiatives and other cost-saving measures to help generate funding for unfunded modernization priorities. This budget represents the best possible balance of available resources applied across the priorities of people, readiness, and modernization.

Soldiers are our Credentials
